



WHITE SANDS MISSILE RANGE

Strategic Plan 2004



A TRI-SERVICE RANGE
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Foreword

White Sands Missile Range (WSMR) is a unique tri-service facility for test, evaluation, research, and assessment of military systems and commercial products. The Range offers a broad assortment of testing capabilities and infrastructure, from management of the largest open-air/over-land missile range in the hemisphere to environmental testing chambers and computer modeling laboratories. WSMR is an active military installation that maintains a high quality of life for customers, partners, and the workforce.

WSMR is part of the Developmental Test Command (DTC), which reports to the United States Army Test and Evaluation Command (ATEC). WSMR is designated as an activity within the Department of Defense (DoD) major range and test facility base (MRTFB). The Range possesses extensive capabilities and infrastructure used by the Army, Navy, Air Force, NASA and other government agencies as well as universities, private industry and foreign militaries. The *WSMR Strategic Plan* is guided by the *Army Transformation Roadmap* to focus WSMR within the larger framework of DoD transformation. As a tri-service facility, WSMR is responsive to command guidance for all DoD transformation activities. The *WSMR Strategic Plan* is designed to ensure a unified tri-service strategy that serves our many diverse customers.

The *WSMR Strategic Plan* integrates strategic planning at all management levels and includes short-term and long-term strategic planning. The plan provides a basis to maintain core capabilities and to meet new challenges of the future. The plan is a living document kept under continuous assessment to identify new trends, new customers, and new ways of doing business. The process requires vigilance at all levels of management as we respond to customer needs. The *WSMR Strategic Plan* will guide our mission in the 21st Century as we continue to provide excellence in testing as a tri-service range.



BG Robert J. Reese
Commanding General
White Sands Missile Range

Mission, Vision and Values

Mission

White Sands Missile Range provides Army, Navy, Air Force, DoD, and other customers with high quality services for experimentation, test, research, assessment, development, and training in support of the Nation at war.

Vision

- It is our goal to become the leading live and virtual range facility for component, integration, and Joint system of system efforts in support of wartime efforts and transformation.
- We will provide the best, most innovative, flexible services to our customer and the most desirable place to live and work.
- We will aggressively expand our customer base of traditional and nontraditional DoD, other Government agencies, foreign military, and commercial programs.
- We will become renowned for excellence as a solutions based organization as well as a capabilities based provider.
- By harnessing the combined power of all members of the diverse WSMR Team and regional partners, White Sands will become a unique force with unlimited potential.

Values

In addition to the Army's core values of loyalty, duty, respect, selfless service, honor, integrity, and personal courage in the team's leadership philosophy, we will emphasize customer service, teamwork and stewardship.

WSMR Transformation



Overland Missile and Rocket Testing

The inherent function of WSMR, as reflected in the *WSMR Vision and Mission Statement*, is test and evaluation (T&E) in support of major missile and rocket systems. This core capability evolved through the Cold War era, resulting in large land and airspace holdings, and a specialized instrumentation suite tailor-made for overland missile and rocket testing. Other core capabilities include environmental testing, nuclear effects testing, and survivability testing. Operational combat exercises are also performed at WSMR.

Transformation

While overland missile and rocket testing will continue to be the foundation of all WSMR T&E activity, it is anticipated that the pace of testing in this area will decrease. In anticipation of this reduction, as well as the aggressive changes outlined in DoD and Army Transformation initiatives, and increased emphasis in Joint Operations, WSMR will develop and position T&E capabilities to support the DoD weapon systems of the future. Specifically, WSMR will enhance its system of systems and Joint distributed test capabilities to support test, experimentation, and training requirements. WSMR will develop expanded capabilities for the Missile Defense Agency (MDA), Future Combat Systems (FCS), Directed Energy (DE), interoperability, modeling and simulation, unmanned aerial vehicles (UAVs), and robotics. Additionally, WSMR will pursue the concept of expeditionary teams and equipment to support our off-range customers. Transformational activities are documented in the *WSMR Transformation Plan*.

Joint Operations

WSMR has decades of experience testing weapons systems for all DoD Services. Building upon this experience base, WSMR is leading the way for distributed testing of Joint capabilities. WSMR will focus on integrating complex Joint capabilities into a cohesive environment that will merge live and simulated operations across many geographically-separated test ranges. WSMR has already established and proven an integrated Joint test facility, the Integrated Range Control Center (IRCC). WSMR will also focus on operational training and experimentation of Joint forces in conjunction with neighboring facilities. These partnerships and WSMR's unique land and airspace provide exceptional capabilities for initiatives like Joint Cruise Missile Defense.

Missile Defense Agency (MDA)

MDA is responsible for the development and testing of Theatre Missile Defense weapon systems to include Patriot Advanced Capability (PAC3) and Theater High Altitude Air Defense (THAAD). As these systems develop greater range and lethality, complete system of systems testing will be performed over the Pacific Ocean. WSMR believes the sophisticated test scenarios required to test these systems are best performed by joint ventures involving multiple test ranges experienced in missile testing. WSMR will aggressively pursue such partnerships and will develop both instrumentation and operational expeditionary capabilities in support of the MDA initiative.

Future Combat System (FCS)

FCS is the foundation of the Army's technology transformation. The Army's Future Combat Systems (FCS) includes ground vehicles, UAVs, missile systems, robotics, over-the-horizon intelligence reconnaissance systems, and numerous yet to be defined subsystems that, as a system of systems, will become a major element of the Army's Future Force. Although the challenges associated with providing a realistic test environment for FCS are extensive, WSMR is postured to provide excellent support. The air and land space requirements needed to adequately stress various FCS sensor systems and provide a realistic battlefield scenario are easily provided by WSMR. As FCS develops, many of the subsystems will not be available for system of systems testing. WSMR accommodates test scenarios with extensive experience in modeling and simulation to stress and test the entire system. Close proximity to maneuver and firing ranges at nearby Fort Bliss makes WSMR an excellent location for FCS testing in support of Army Transformation. WSMR will continue to seek FCS test and evaluation opportunities.

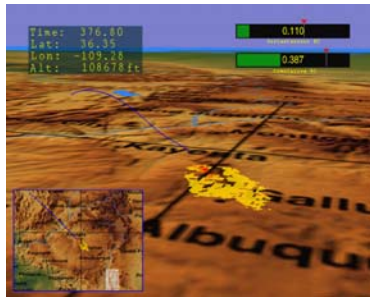
Directed Energy (DE)

The DoD is focusing considerable resources on the development of DE weapon systems. WSMR has many unique capabilities to meet DE testing challenges. Large land mass and airspace, along with close proximity to the High Energy Laser Systems Test Facility (HELSTF), Sandia National Laboratory, and Los Alamos National Laboratory, position WSMR to provide cradle-to-grave test support services to DE customers. WSMR continues to explore opportunities in this technology field.

Interoperability

Strengthening Joint operations is one of four core requirements of the DoD Transformation plan. The DoD philosophy of information superiority involves bringing all critical information from all services to bear against the enemy. As a tri-service range, WSMR's extensive experience and insight into this type of testing is unmatched within the DoD. WSMR initiatives such as Joint Interoperable Test and Analysis Capability (JITAC) and the Developmental Test Command's Synthetic Environments Integrated Test Bed (SEIT) demonstrations establish the WSMR core capability of interoperability testing. WSMR also supports interoperability through the newly established Integrated Range Control Center (IRCC).

Modeling and Simulation



Concept development and experimentation, core requirements of the DoD Transformation, rely heavily on modeling and simulation exercises that utilize a mixture of live, virtual, and constructive elements. WSMR is well positioned to provide value-added services to the DoD in this arena. WSMR's expertise is established through involvement in DTC Virtual Proving Ground initiatives, development of constructive simulations in support of NTC training rotations, support of Roving Sands exercises with numerous M&S support tools, and instrumentation of emerging FCS M&S development. A current initiative in this area is the SEIT that utilizes WSMR's Cox Range Control Center (CRCC) as a distributed test control point throughout ATEC.

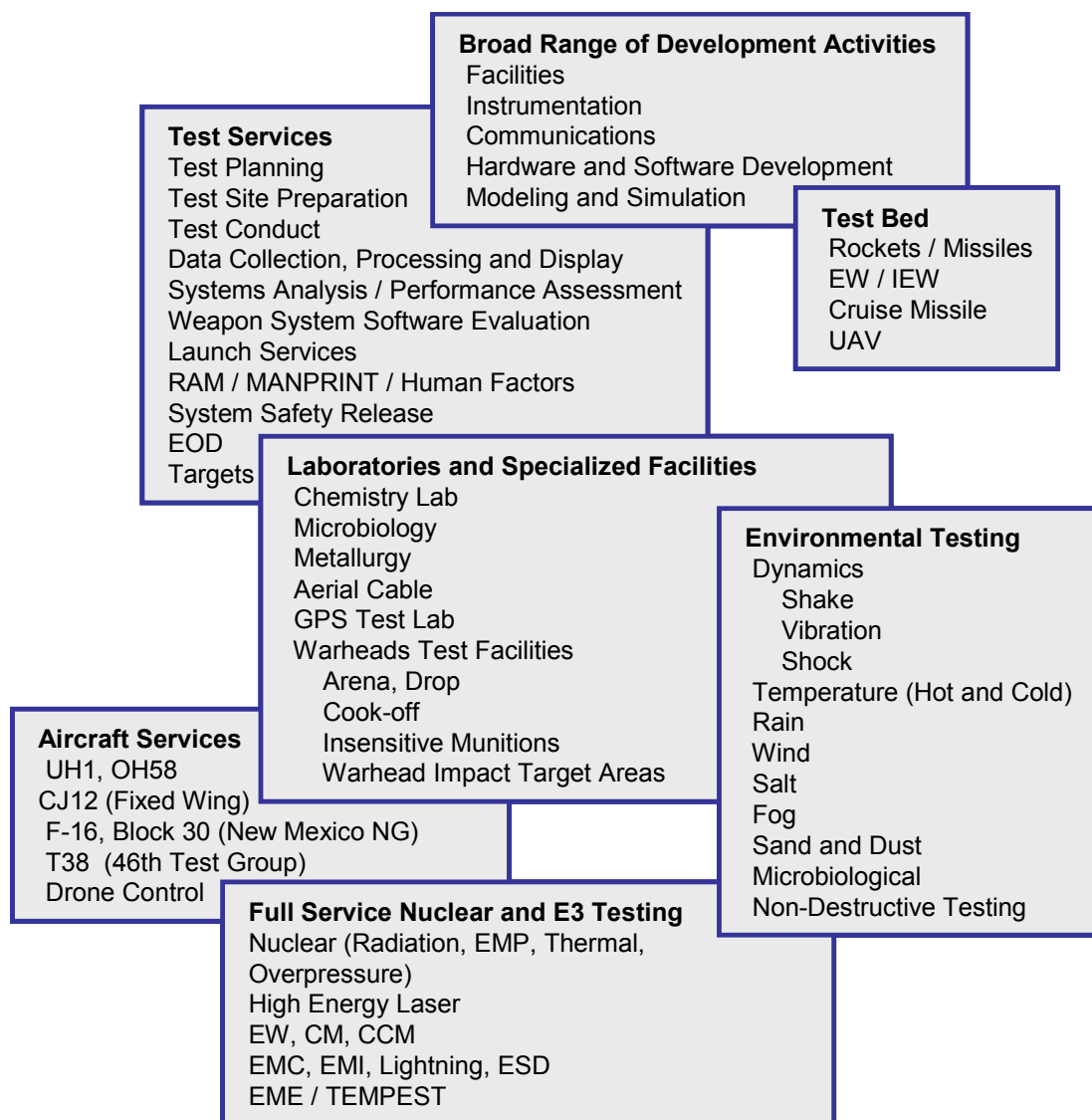
Unmanned Aerial Vehicles and Robotics

WSMR is well positioned to provide testing for future UAV and robotics programs. During the Cold War, WSMR pioneered the use of remote-controlled aerial and ground vehicles as targets. WSMR is also an established center of excellence in automated control, particularly in the realm of tracking instrumentation and target control. This excellence is not only manifest in UAVs, ground targets, and instruments, but also in the overall safety environment required to operate automated devices.



Core Capabilities

Current WSMR core capabilities, shown below, provide cradle-to-grave test resources for many customers. As WSMR creates new and innovative testing solutions for future customers, these core capabilities will evolve. The *2004 WSMR Transformation Plan* proactively analyzes future test requirements, provides a systematic plan for core capability transformation, and provides sufficient fidelity to define the technology acquisitions required to execute the transformation.



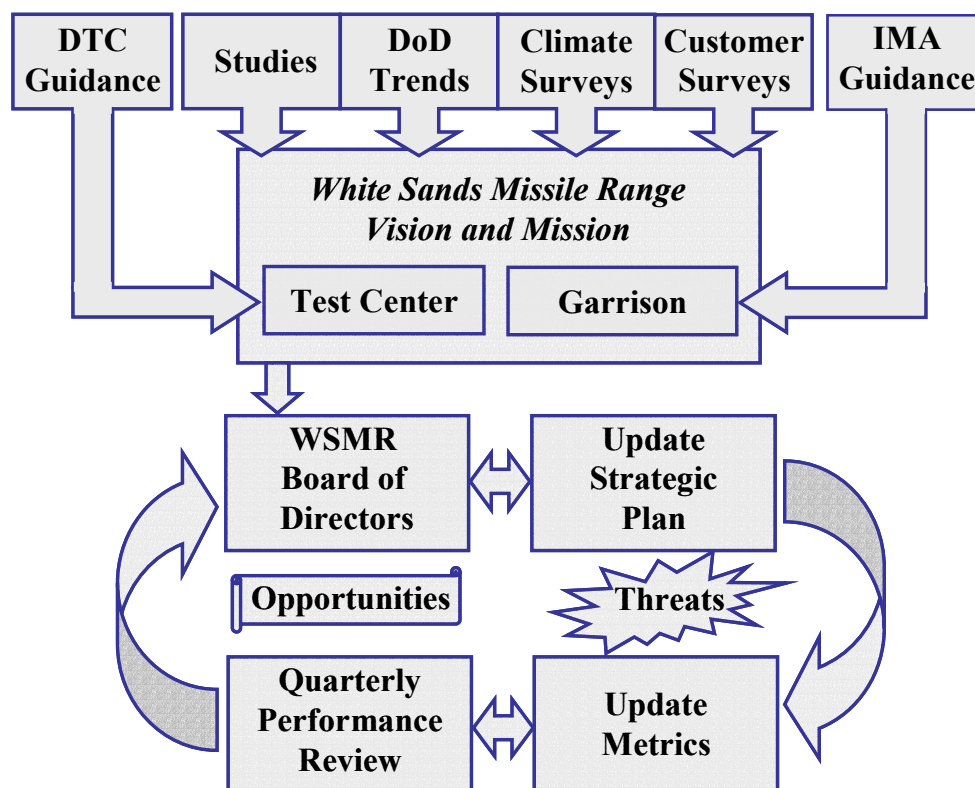
WSMR Core Capabilities

Strategic Planning Process

The *WSMR Strategic Plan* receives guidance from a number of sources. Programmatic guidance for test activities is provided by DTC while garrison guidance is provided by the Installation Management Agency (IMA). WSMR Vision and Mission are balanced with respect to both guiding agencies. Additional direction comes from outside studies, DoD trends, climate surveys, and customer surveys that enable WSMR to improve its role in the overall DoD mission.

The *WSMR Strategic Plan* is prepared by individuals who come from the many diverse organizations of WSMR. The WSMR Board of Directors reviews the *WSMR Strategic Plan* and updates it annually. Quarterly Performance Reviews study and update initiatives and performance metrics.

The WSMR Commander and the Board of Directors provide mission, vision and values to guide the development of strategic goals. They also design initiatives to achieve strategic goals and performance metrics to maintain focus and to measure progress.



The WSMR Strategic Planning Process

Customers

Goal 1: Provide customers best-value products and services within program estimates.

Objective 1.1: Provide customers best-value products and services that meet all support requirements.

Objective 1.2: Provide customers timely and accurate cost information.

Objective 1.3: Meet customer schedule requirements to include test planning, execution, and data product delivery.

People

Goal 2: Develop and maintain a highly skilled and motivated workforce that meets current and future mission requirements.

Objective 2.1: Recruit, train, educate, and retain a professional workforce.

Objective 2.2: Ensure that the workforce is properly sized and resourced.

Objective 2.3: Maintain an environment of innovation, empowerment, and equal opportunity.



Processes and Technology

Goal 3: Optimize processes, technologies, and facilities to improve current and future customer support.

Objective 3.1: Identify and optimize critical work processes.

Objective 3.2: Identify and optimize critical technologies.

Objective 3.3: Identify and meet customer requirements to ensure that facilities are up-to-date and ready.



Finances and Long-Term Viability

Goal 4: Ensure long term growth through resource management, strategic planning, range sustainability, and business development.

Objective 4.1: Optimize the execution of financial resources available to perform the mission.

Objective 4.2: Identify and focus the mission through strategic planning.

Objective 4.3: Expand the customer base.

Objective 4.4: Ensure long-term range sustainability.

Contact Information



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